

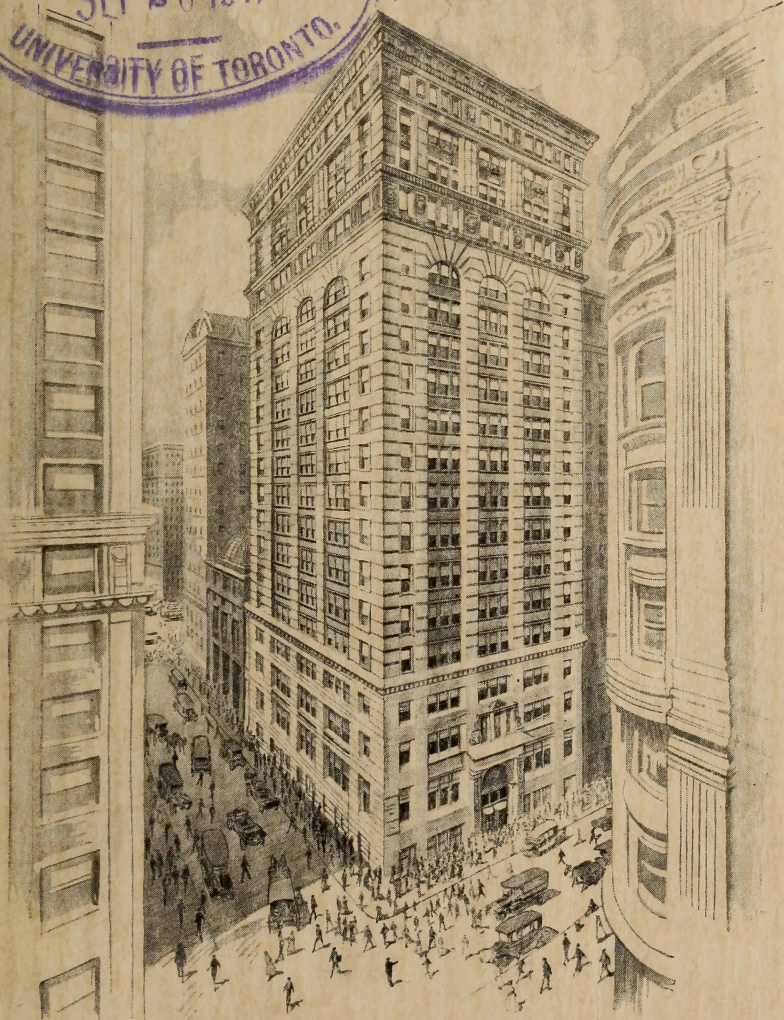
Econ.
Money

National Bank of Commerce

In New York



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**A GREAT AMERICAN
COMMERCIAL BANK**

The Cover Cut Shows the

**National Bank of Commerce
in New York**

31 Nassau Street

Adjoining the Bank, on Cedar Street, is the New York Clearing House. To the left is the Equitable Building, the largest office building in the world and the home of the Federal Reserve Bank of New York



BANK OF COMMERCE IN 1855

This Picture, reproduced from a contemporary photograph, shows the same corner of Cedar and Nassau Streets shown on the cover, as it looked in 1855. The four-story marble building was one of the finest then standing in the city. This was the home of the Bank during the trying days of the Civil War.



JAMES S. ALEXANDER
President

National Bank of Commerce in New York

*An Introduction
to the Character and Service of a Great
American Commercial Bank*



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FOREWORD

THE object of this book is to make you better acquainted with the National Bank of Commerce in New York.

It contains a description of the principal functions of the Bank. But its chief aim is to give you a human and interesting conception of the strength of the bank and the service which it is rendering to individuals and to organizations in every part of the world.

When you meet a man, his personality interests you first of all. You depend upon further acquaintance to give you a knowledge of his technical ability and equipment. The same principle applies to a bank. We want you to realize that the National Bank of Commerce in New York has a definite personality. The bank does not and will not offer mechanically efficient service alone. It offers to its customers the prestige of vast financial strength, national and international in scope, combined with the warmth and imagination of personal banking service.



History of the Bank

A BANK must always be closely linked with the development of the community in which it does business. It is inconceivable that the right sort of bank should be prosperous when the community which it serves is unprosperous.

The whole history of the development of the Bank of Commerce in New York is a remarkable illustration of this principle. The growth of the city and the nation has helped the bank, but the bank has been able to do its part in increasing the prosperity not only of the city and state, but also, in many notable instances, of the nation itself.

The bank was founded in 1839 during that period of severe business depression which followed the panic of 1837. The federal charter of the Bank of the United States had expired a year before the panic and many prominent citizens of New York believed that an institution of large capital was demanded.

The Founders

Consequently, the Bank of Commerce was founded with a capital stock of \$5,000,000. The Articles of

Association were drawn up by the famous lawyer, Chancellor James Kent, who became a member of the original board. The eighteen original associates included twelve prominent merchants, two lawyers, two men of affairs and two bankers.

The names of these merchants are closely linked with the inspiring period of American commerce which was then at its height, names such as Gracie, Minturn, Carow, Donaldson, Sturges, Whitney, Stevens and Russell. Their industry had helped to send our merchant marine to all quarters of the globe, initiated American trade enterprise in China, and carried our commerce to the Pacific Coast and to the ports of the Orient.

The first president of the bank was Samuel Ward of Rhode Island, of the famous old firm of merchant bankers, Prime, Ward and King. He was the father of Julia Ward Howe who wrote "The Battle Hymn of the Republic."

Co-operation with the Government

In its early years the bank worked very closely with the Federal Government. In May, 1840, \$500,000 in Treasury notes was purchased and placed to the credit of disbursing officers of the War Department. In August of the same year, the bank subscribed to \$1,000,000 of United States bonds at par and was made

These Indenture

Between

AARON BURR INDENTURE

Reproduction of deed signed by Aaron Burr and his wife Theodosia, dated June 7, 1790, conveying their dwelling house and lot on the corner of Nassau Street and Little Queen Street (now Cedar Street), the present site of the National Bank of Commerce Building.

the agent for public moneys collected in New York. This relationship lasted until the Independent Treasury system was adopted.

When the Clearing House Association was organized in 1853, the Bank of Commerce was one of the original members.

Four years later came the panic of 1857. The Bank of Commerce took the lead in endeavoring to prevent the suspension of specie payments. When resumption seemed possible the Bank of Commerce called a meeting of the leading banks of New York and was able to arrange with three other banks to resume payments. This courageous step was shortly followed by the other banks.

Civil War Financing

During the Civil War the Bank of Commerce was able to perform a unique service. In December, 1860, the Secretary of the Treasury had asked for subscriptions for \$5,000,000 in Treasury notes, but less than half that sum had been bid for, and some bids were as high as 36 per cent. A default seemed probable when the Bank of Commerce came forward and took the entire issue of \$5,000,000 at 12 per cent. During the early part of 1861 the condition of the Federal Treasury was desperate. The expenses of the war amounted to approximately \$4,000,000 a day. John A. Stevens

was then president of the bank and under his leadership a committee of bankers was formed and a bond issue floated which met the immediate needs of the situation.

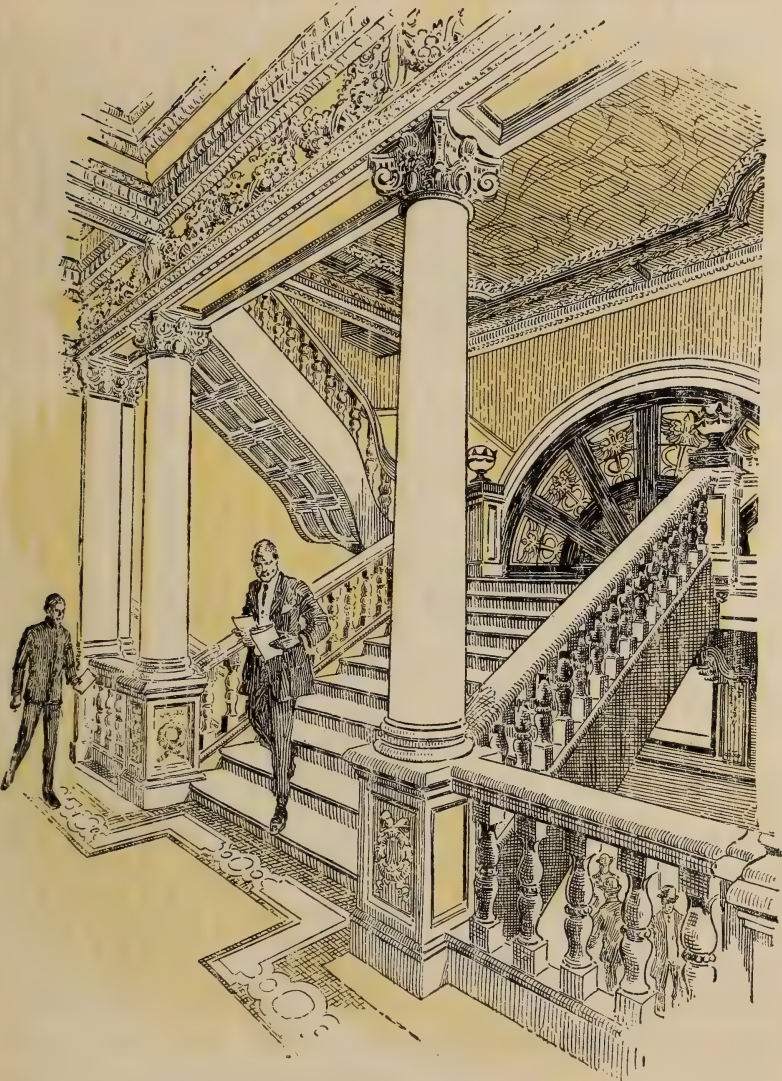
In 1864 the National Bank Act was passed. The Government was desirous of having the Bank of Commerce take out a charter because of the strength of the institution and the value of the example thus set.

Charles Sumner Praises the Bank

Speaking in the United States Senate, Charles Sumner, Senator from Massachusetts, said: "I believe it will be to the advantage of the Government to secure the co-operation of this very powerful banking institution. It has been a patriotic institution and I believe they should come forward under our new banking system. It would set a good example to other banks throughout the country." The Bank of Commerce duly entered the national banking system, and by this step influenced other banks to follow.

Throughout the entire course of the Civil War period the Bank of Commerce took a leading part in bringing loans to a successful conclusion and in rendering services alike to the nation and to the State of New York.

After the close of the war the state presented to the bank an American flag in recognition of "the invaluable services cheerfully rendered to the state in its efforts to sustain the Federal Government."



Main Staircase

Growing up with the City and the Nation

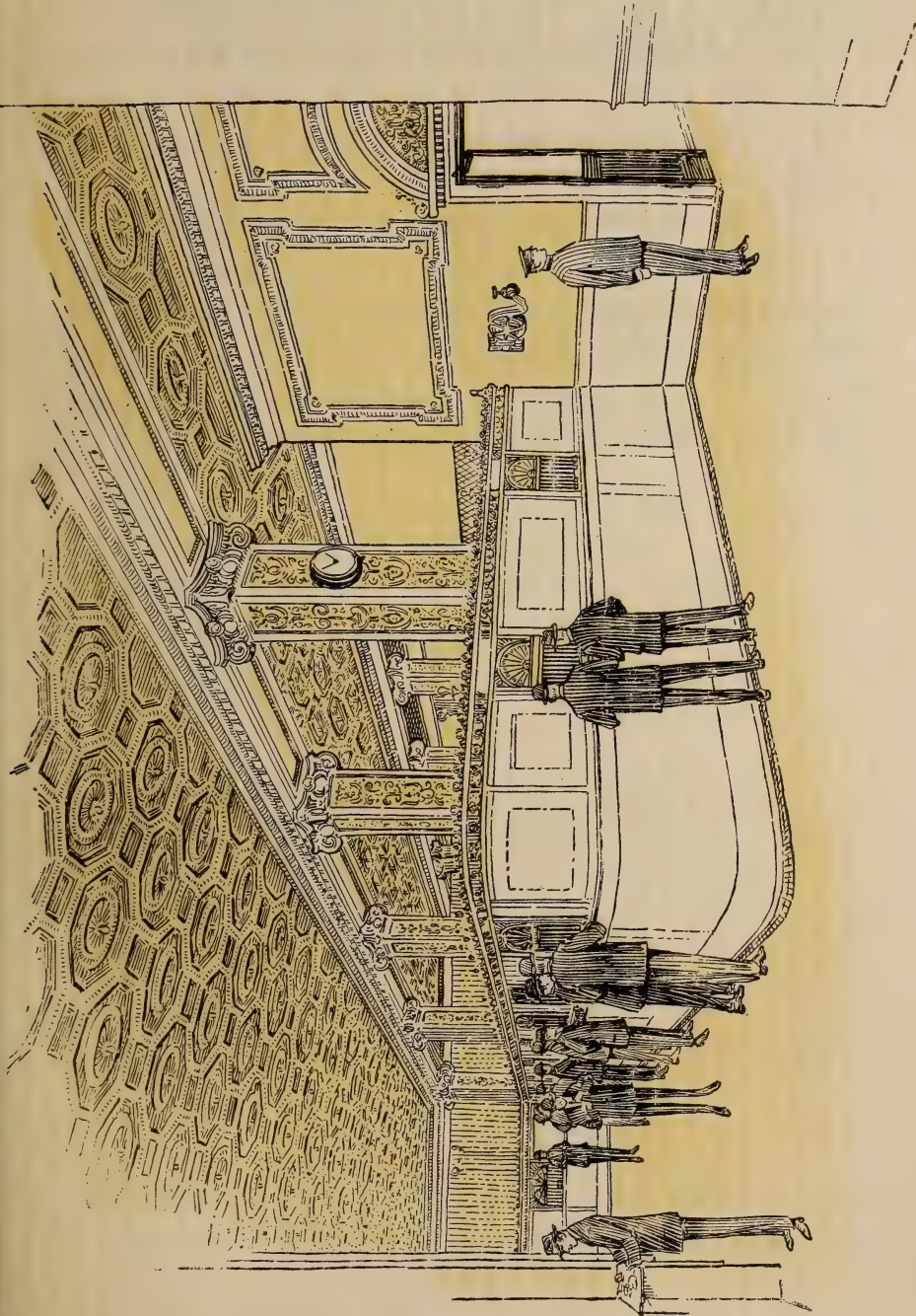
After this period the bank grew rapidly. The wealth and the population of the city increased by leaps and bounds and the strength of the National Bank of Commerce kept pace with its opportunities and obligations. With the great expansion of the West the business of the bank began to reach out into all corners of the country, laying the foundations for the national position which it is now occupying and will increasingly occupy in the coming years.

In 1893 the late J. Pierpont Morgan was elected a vice-president and held that position until 1904. In 1900 the bank merged with the National Union Bank and in 1903 with the Western National Bank of the City of New York which had been founded in 1887 by Daniel Manning, Secretary of the Treasury under President Cleveland.

On page forty-five will be found the Bank's statement of May 1, 1917, which shows a capital, surplus and undivided profits of over \$44,000,000 and deposits amounting to \$338,000,000. During the past year deposits and withdrawals from the bank amounted to nearly \$38,500,000,000.

The officers of the bank are thinking along the national and international lines which the great future of this country demands. The hundreds of employees are unsurpassed in their efficiency and loyalty to the institution. There are employees in the bank who have

COMMERCIAL BANK



General Banking Room

rendered skilled and faithful service for more than thirty-five years. New men are being drawn from all parts of the country and from the schools and colleges of the nation.

The officers have come from all sections of the country and are in close contact with the commercial and industrial problems which the banker and the business man must work out together in order to place this nation in the commanding position it is destined to occupy in the world's commerce of the future.



The Bank and Its Service

*“Although the productive funds of the country are not increased by credit, they are called into a more complete state of productive activity. As the **confidence** on which credit is founded extends itself, means are developed by which even the smallest portions of capital, the sums which each person keeps by him to meet contingencies, are made available for productive uses. The principal instruments for this purpose are banks of deposit.”*

—John Stuart Mill.

*“Credit—the disposition of one man to **trust** another.”*

—Walter Bagehot.

Banks deal in credit. Credit is based on confidence. Confidence is based on an intimate knowledge of men and their affairs. Consequently, the fundamental of successful banking is personal service and intimate mutual contact between the bank and its customers.

The outstanding policy of the National Bank of Commerce in all its departments is personal service.

Size and Service

Personal service may seem to imply limitations as to size. A single individual cannot be in close personal

relationship with thousands of people. The small country banker will always know more about the personality of many of his depositors than can the officer of a great metropolitan bank. The story of the service rendered by the small banker as counsellor and advisor in his community would form one of the most interesting chapters in the romantic history of banking. The small bank will always be needed.

The need for powerful financial service, however, has developed with the tremendous growth of the units of modern business. American skill and industry have built up in all parts of the country vast organizations doing a national and international business which demands credit facilities beyond the power of small banks to supply. This need has been met by the development of great institutions like the National Bank of Commerce in New York, which supplies the vast lines of credit needed by large or growing industries, while at the same time preserving with utmost care the personal touch which is absolutely necessary in connection with transactions large or small.

Service and Safety

A double service is performed by the development of this personal relationship between the bank and the public. It enables us to render a fuller service to those whose credit is sound and at the same time it enables us, by avoiding unwise commercial risks and by giving

the benefit of our advice and experience to our customers when they are entering upon new ventures and developing old ones, to safeguard fully the interests of those who leave their money on deposit with us.

New York Accounts

We make a specialty of large accounts because we do not believe in taking away from other industrial centres business which properly belongs to them. At the same time we offer both to large concerns, and to smaller concerns which actually need a New York connection, strength and facilities which are unsurpassed.

A bank can only grow as the community in which it does business grows. The National Bank of Commerce has always been closely associated with the development of the City of New York, but at the present time it is in every sense a great *national* bank and its interest is in the development of the larger community, namely, the United States, over which its business now extends. The steadily increasing prosperity of every section of the country means the steadily increasing prosperity of this great bank located in the financial and export center of the nation.

A great many individuals and companies which do business in a comparatively small way, but which are growing rapidly to financial importance, can, with advantage to their own community and to themselves, keep New York accounts. The National Bank of

Commerce desires to get its fair share of this new business in proportion to the value of its service.

In the following pages a brief description will be given of the service which the bank offers. **There are forty-three separate service divisions. They are all working for a single object, namely, to render a powerful and well balanced banking service.**

Credit Department

Our Credit Department offers to customers the mature judgment of men in touch with business in its national and international aspects. This judgment is based on years of actual credit experience. It is sup-



Credit Department

plemented by careful and constantly renewed investigations not only of particular individuals and companies, but also of general conditions throughout the country and in this great community of New York where an infinite variety of commercial information from every state of the Union and from the commercial centers of the world is carefully sifted and made available to our customers.

Sound Credit Equipment

The National Bank of Commerce was among the first commercial banks to start a regularly organized, well equipped and highly specialized credit department.

Today there are in the Credit Department between 30,000 and 35,000 files containing up-to-date information with regard to manufacturers and merchants. Thousands of credit inquiries a year are received from correspondents all over the United States and Europe.

The Department is called upon every day for advice not only by purchasers of negotiable paper, but also by actual sellers of merchandise.

The officers of the bank having been drawn from various lines of industry and different sections of the country, are in a position to administer this service in a broad and foresighted manner.

Foreign Department

The Foreign Department is second to none now existing here or abroad in the efficiency of its service.

The officers of the bank are particularly interested in the development of foreign commerce because they realize the vital importance of foreign trade in the future of the United States.

The Necessity of Foreign Trade

The foreign trade of the United States has lacked in the past the imperative drive which goes with necessity. For example, in normal times, approximately six per cent of American manufactured goods were exported annually. More than ninety-four per cent were consumed within our own borders. On the other hand, in the European countries with which we largely compete, foreign trade is of far greater comparative importance. Naturally, therefore, foreign nations have developed this field with skill and energy which we are only beginning to appreciate.

The time is approaching when necessity will be an impelling force behind the foreign trade of the United States. If we are to take and hold our proper place in the markets of the world we must be equipped to do our share of foreign financing and to reap the benefits of the profitable trade which results therefrom. Considerable progress has been made in this direction during the last few years and it is a characteristic of American business men that whatever they have gone after with persistence and determination they have succeeded in achieving.

A Firm Foundation Needed

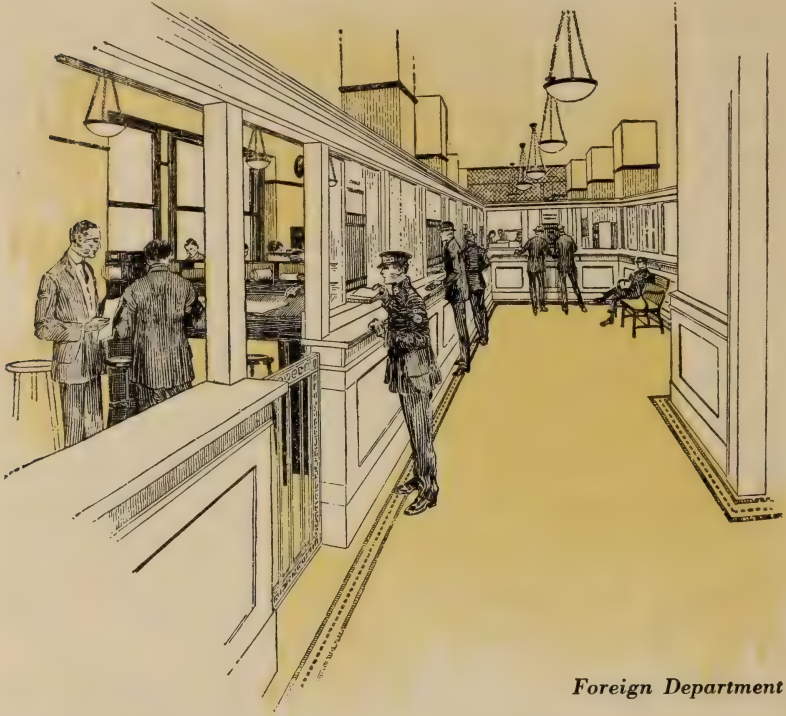
We believe, however, that there has been a tendency to exaggerate the ease with which foreign trade can be secured and held. The National Bank of Commerce is inclined to lay emphasis on two great steps as a necessary basis for an American foreign trade which will endure after the present war.

The first of these steps is a closer co-operation between the banker and the merchant. If the American is to compete with the British and the German exporter he must enter the foreign competitive markets with the same sound backing at home that his competitors command. The National Bank of Commerce desires to lay particular emphasis upon the closeness of this contact between banker and merchant.

The second step involves the development of a better understanding and consequent sympathy between government and business. Unless this is brought to pass our merchants in foreign fields will be at a great disadvantage in dealing with competitors who have the fullest possible co-operation of their governments.

Aiding American Export Business

Our Foreign Department facilitates import and export financing by issuing commercial letters of credit, and negotiating acceptances and bills of exchange for American manufacturers and merchants doing business in all parts of the world.



Foreign Department

The statement of the National Bank of Commerce in New York, issued on the call of May 1, 1917, showed outstanding \$26,912,426.24 for letters of credit and acceptances based on imports and exports. This total sufficiently indicates the extent to which our foreign service is being availed of.

The statement on the call of July 20, 1914, showed letters of credit and acceptances amounting to \$1,229,612.39. This was the first statement on which the item appeared after the Federal Reserve Act opened this field for national banks.

The Foreign Department is prepared to assist our customers in a practical way in establishing agencies abroad, and in making foreign connections that should develop into profitable accounts. This bank was the pioneer in South American fields and its connections in that country are particularly close.

A National Bank of Commerce Commission, headed by a vice-president and including an assistant cashier, has left for an extended business trip through Russia and other countries where we have recently carried on extensive transactions.

Through years of foreign trade activity we have established strong relations with all the principal cities of the world and in many instances our correspondents are the governmental institutions of their respective countries. This relationship with the governmental depositaries of foreign countries gives us unusual sources of intimate information and opportunities for the introduction of American merchants engaged in foreign trade.

The bank issues commercial letters of credit available in all parts of the world. Our drafts are recognized as prime bills and are accorded the lowest rates of discount. Cable transfers are made to any part of the world. Travelers' checks and travelers' letters of credit are issued.

Customers are invited to discuss with us matters of international finance and to avail themselves of our facilities for obtaining information regarding the credit standing of firms in any part of the world.

Service Department

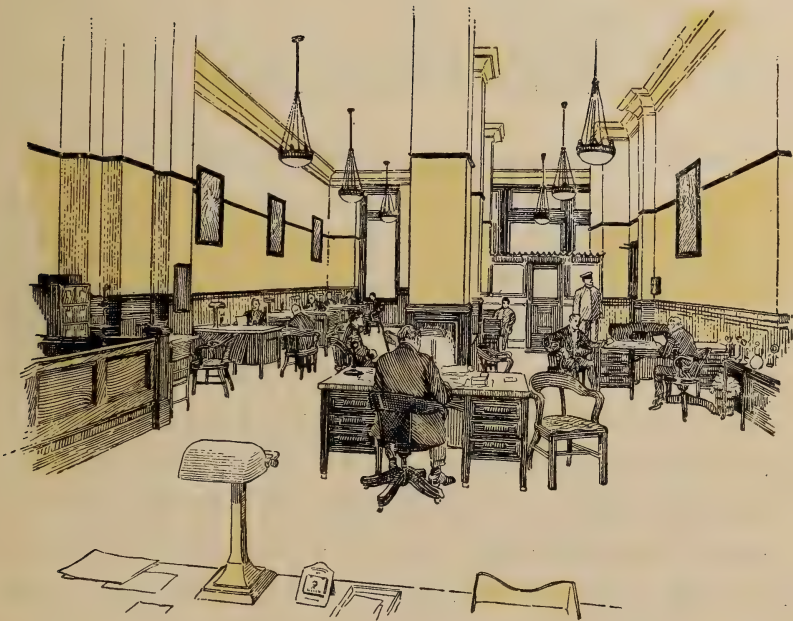
In line with the traditional policy of the National Bank of Commerce a department is in operation under the direction of a vice-president, and including an assistant cashier and other expert assistants, which is believed to be unique. It is called the Service Department.

It is not an isolated part of the bank work, but a cross-section of it. It aims to supplement the careful, accurate and efficient business service which the bank renders through its various departments. Studies are made of various lines of business in their broader aspects both here and abroad with a view to developing an attitude toward the accounts of customers in particular lines of business which is not possible in the ordinary routine.

Business Policies

A brief business letter usually demands a brief business reply. The brief business letter, however, may involve decisions of great importance to the bank and its customers. It may be supplemented, therefore, by thought and study involving the determination of policies and the laying out of courses of action far into the future. The successful handling of these larger situations in the long run determines the success or failure of a business. Our Service Department is pre-

pared, when our customers desire it, not only to discuss by letter matters of business or finance, but to arrange for our officers to sit down with the executive personally and go over his problem in detail. In this way we can give him the advantage of our facilities and connections in working out his policies and in widening the scope of his activities in line with the rapidly expanding opportunities which lie ahead.



Officers' Room

The Business of the Future

This service is based on the theory which has been referred to in the earlier pages of this book, that the bank can only grow with the growth of the community. **The National Bank of Commerce believes that the most brilliant periods in the economic history of the United States lie ahead of us. It is to our interest to have the merchants of the United States establish themselves in the commerce of the world in the strongest possible way. It is our desire to go along with them and if possible to keep a little ahead.**

Economic Developments

The Service Department has charge of the publicity and advertising of the bank, the general library and the statistical service which is in constant touch with significant economic developments throughout the world. This service is at the disposal of customers of the bank either through correspondence or personal visit. Our officers attempt to keep informed of economic developments at home and abroad and to co-operate fully in every proper way with the governmental agencies which can be of such vast service in assisting American merchants to take and hold their proper position in the world's markets.

Your Needs Determine the Service

This service helps the officers. It helps them to help you. If you require a service which we are not now prepared to render we will expand our facilities to meet your requirements. When you think of the National Bank of Commerce in New York we want you to think of personal service to meet your needs.

The bank attempts to anticipate the requirements of its customers. At all times, however, the governing principle is to keep our functions elastic. They will be modified or developed to meet the rapidly changing conditions of American business as they actually exist and not simply as they existed ten years ago, or as they are supposed to exist in some theoretic classification.

A Satisfied Customer

The following excerpt from a recent letter illustrates the attitude toward the National Bank of Commerce, which this service has been instrumental in bringing about:

"In writing you, I want to express our pleasure and satisfaction with the way in which you have handled our business. It has been quite an object lesson for us to observe the care and attention a big institution like yours has bestowed upon a comparatively small customer like us, and while we have to transact our affairs

with you at a distance, we have felt very much at home with your bank and you have made us feel you take a real interest and pleasure in having our account.

“With our home banks, we naturally expect a condition of that kind, as long as we keep a satisfactory account, but, coming from a big bank like yours, with world-wide connections, it constantly attracted our attention.”



Summary of Services

A few additional services may now be briefly summarized. They are selected as being of most general interest. Many important functions of a great bank are necessarily omitted from mention in this book of general introduction.

The Auditing Division has a staff specially trained for this most important branch of the work of the bank. This division occupies the position of practically an independent concern in its relation to the other divisions. Without previous notice, the auditing staff, at any time, may take full charge of any department or division and check up its accounts.

In addition, therefore, to the supervision by Federal authorities and the Clearing House examiner, the interests of depositors are safeguarded by an independent and highly trained auditing force familiar with the internal organization of the bank. A unique feature of this system involves the permanent location of a member of the auditing staff, in the loan, bond and foreign exchange departments, under the control of the auditor. Thus a daily control is effected over all

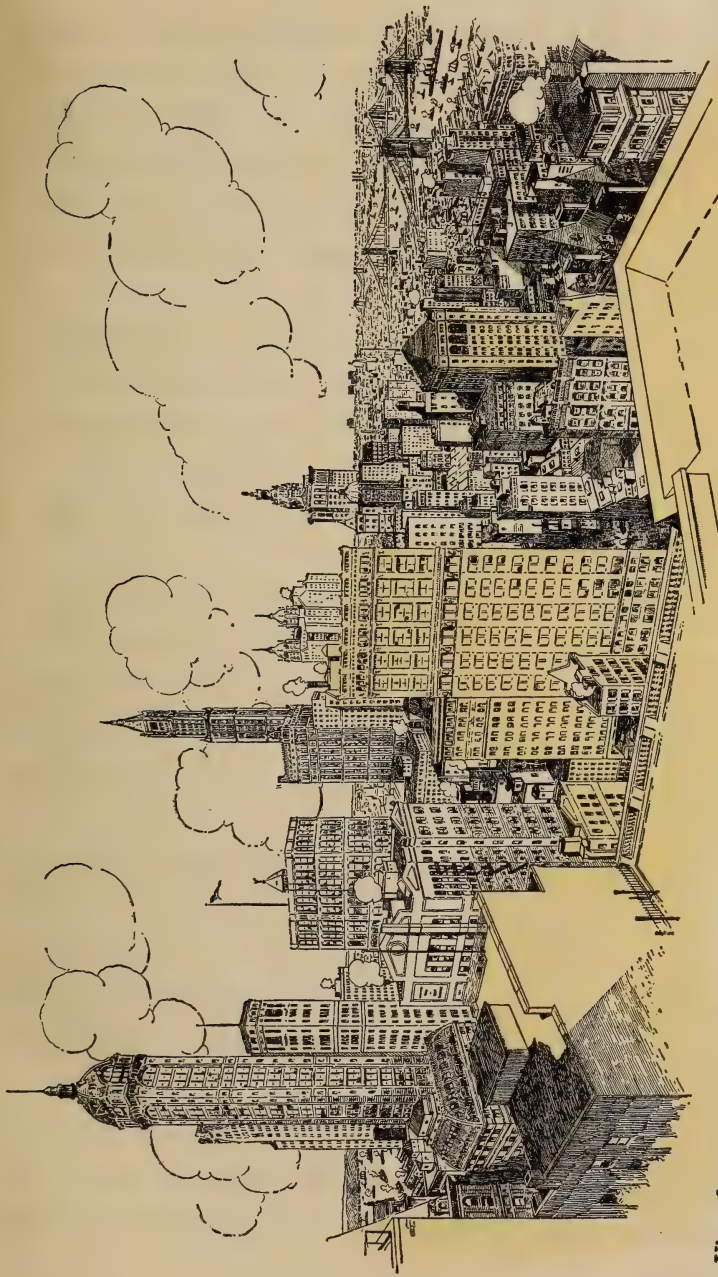
important internal accounts. In addition a monthly reconciliation of all customers' accounts is made, together with numerous additional audits at irregular intervals, and many other methods of audit.

Paying Teller's Division. The paying teller's most important function is the charge of the cash of the bank. In the National Bank of Commerce, the daily cash average is in the neighborhood of \$30,000,000 of all denominations. The paying teller handles currency amounting on the average to \$1,700,000,000 annually.

The paying teller has on hand at all times sufficient currency to meet the requirements of out-of-town correspondents. He has charge of receiving or paying through the Clearing House the debit or credit of the bank. In this regard the National Bank of Commerce has had a record debit at the Clearing House amounting to \$37,000,000 and at another time a record credit of \$36,000,000.

One of the most important services of the bank involves the paying teller's responsibility for the correctness of signatures. The paying teller's judgment must be instantaneous and sound.

The **Currency Division** is a special section of the paying teller's work. Here currency deposits, received subject to count, are verified, and such deposits are separated into currency fit for use and currency unfit, to be turned into the Treasury for redemption.



View from Top of the National Bank of Commerce Building (Looking North). From left to right the notable features are: The North River, the Singer Building (612 feet), the Woolworth Building (750 feet), the Municipal Building, and the East River with Brooklyn Bridge in the foreground.

Not the least of the duties of this division is the detection of counterfeits. The record of the division is manifested by the large number of counterfeits detected by the expertness of the members of the staff. In one year this division handled bills and coins totaling over \$200,000,000, and including over 35,000,000 individual bills.

The work in the **Signature Division** is somewhat akin to that in the paying teller's division in that it deals very largely with the authenticity of signatures. It passes upon the signatures of all checks received through the Clearing House or deposited with the various tellers.

Certification Division. Fostered by the Law Merchant and ratified by the Negotiable Instrument Act, the custom of accepting or certifying checks and notes on the day of maturity is almost universal today in financial centers like New York. This sometimes grows into a very heavy task.

As is well known, after a check is certified or accepted it becomes a liability of the bank. Hence the work of certifying is as important as that of cashing checks, and necessitates the certification clerk knowing up to the minute the credit balance of the account against which the check is to be certified.

Mail Teller's Division. The work of the mail teller's division goes on twenty-four hours a day. The operations of the night force begin at midnight and

continue until 8:00 in the morning. Another group goes on at 6:00 P. M. and works until 2:00 A. M. Night work is a necessity to put through the large volume of checks received from out-of-town depositors of the bank in time for the clearances at 10:00 A. M. Mail and express matter are received beginning at midnight. This results in the prompt moving of checks as soon as received, and the consequent avoidance of congestion.

The records show that in the course of twenty-four hours the mail teller has handled between 4,500 and 5,000 pieces of mail and express matter containing deposits. Each individual mail deposit or express deposit may contain from one to as many as five thousand checks, drafts, etc.

The work of the **Receiving Teller** is familiar to all who come in contact with a bank. Courteous and intelligent service characterizes the division. The elaborate and accurate work of the **Bookkeeping Division** is one of the most important, from the customer's standpoint, in the bank. A statement is made up for every customer monthly, or as much oftener as is requested. The 19 bookkeepers and the 16 assistants keep a full and accurate record of the transactions of the entire institution. The division is fully equipped with billing machines, autographic apparatus and other modern devices.

The **Note Teller's Division** is a clearing division for inter-departmental operations, issues certificates of

deposit and bank drafts on correspondents, and transfers money by telegraph to all parts of the United States.

The **Transfer Division** transfers stocks of this bank and outside corporations, acts as registrar for bonds and stocks, and pays interest coupons for private corporations, municipalities or governments. The **Collection Division** renders an important service in the collection of New York and out-of-town notes and drafts. A long experience in handling such paper, and a consequent knowledge of the payees, enables the National Bank of Commerce to be of great assistance to commercial customers in this connection.

The **Wire Division** with private wires connecting with principal centers, facilitates the transaction of a commercial business.

The **Check Desk** handles all checks drawn on the National Bank of Commerce by its depositors and presented to the Bank for payment through the Clearing House. The exchange of checks through the New York Clearing House is made daily at 10:00 A. M.

Our records show that this division in one year has handled checks totaling over \$15,000,000,000. The number of checks handled in a single day has exceeded 40,000. This division has a record for accuracy and attention to detail of which the bank naturally feels proud.

The equipment in this division includes one hundred adding machines, electric check cancellers and every

other labor-saving device experience has proved to be of value.

The great sums involved in the transactions of the bank are reflected in the transactions of the Check Desk Division. The largest check ever cleared through the New York Clearing House, and believed to be the largest single commercial check on record, was drawn on the National Bank of Commerce on April 3, 1916, and was for the sum of \$70,959,583.33. As many as 20,000 checks against a single account have been presented in one day's clearings.

Discount Division. For the seventy-eight years of its existence the National Bank of Commerce has hewed closely to the line of strict commercial banking. Under the Federal Reserve Act, commercial paper has been given more recognition than ever before as a source of revenue and liquid investment for a bank's resources. The bank's portfolio has always contained a very considerable amount of representative commercial paper from merchants and manufacturers in all parts of the United States. It has had as much as \$100,000,000 of commercial paper at one time.

The **Loan Division** handles loans made against collateral—such, for example, as bonds and stocks, warehouse receipts representing cotton, grain, cattle, etc.

The **Coupon Division** has been divided into the Cash Coupon Division and the Collection Coupon Division. Practically all public and private corporations

with large outstanding indebtedness have found it essential to maintain in New York either their treasurer's department, or an office for the payment of maturing coupons on bonded indebtedness or of dividends on outstanding stock. Hence coupons payable in New York in very large number come to the National Bank of Commerce from its depositors in the United States and abroad. The service in connection with the collection of coupons is rendered without charge to our depositors. With the additional labor involved in the collection of coupons because of the Federal Income Tax, the coupon forces of the bank have been materially increased. At the busiest periods of the year, around the first of January and the first of July, this division has collected coupons and credited payments to our depositors up to \$4,000,000 in a single day.

In the **Bond Division** orders for the purchase or sale of bonds and stocks, listed or unlisted, are executed promptly. Quotations are furnished upon request, securities are received and delivered under instructions and the transfer of stock and the registration of bonds taken care of. Securities are held on deposit in the bank's specially equipped vault. Dividends, coupons and maturing bonds are collected when due. To facilitate the collection of dividends and the making of deliveries, stocks or bonds may be placed in the name of the bank's nominees. Inquiries with respect

to securities of all description are given careful consideration and promptly replied to. The fullest information is furnished to owners of securities deposited or called to deposit under reorganization plans. Notices concerning called bonds, reorganizations, rights to convert, etc., are promptly forwarded. In fine, every detail relating to the acquisition, possession and disposal of all classes of securities as requested by customers is carefully executed.

At times the securities held by this department for customers aggregate \$100,000,000.

The Bank and Its Employees

The National Bank of Commerce in New York has adopted a policy of thorough education of its employees along the most advanced lines. For a long time the bank has believed that such a policy is becoming necessary to keep pace with the steady and consistent growth of the institution and the consequent rapid increase in its demands for the highest grade of service.

The educational scheme outlined involves elementary courses in economics and banking which will give the beginners a broader view of what they are doing. More advanced courses will be formed for the men who show promise in the elementary courses and it is planned to make the advanced courses the most thorough and practical of their kind.

It is a problem of human resources. It is becoming increasingly obvious to employers of large units of

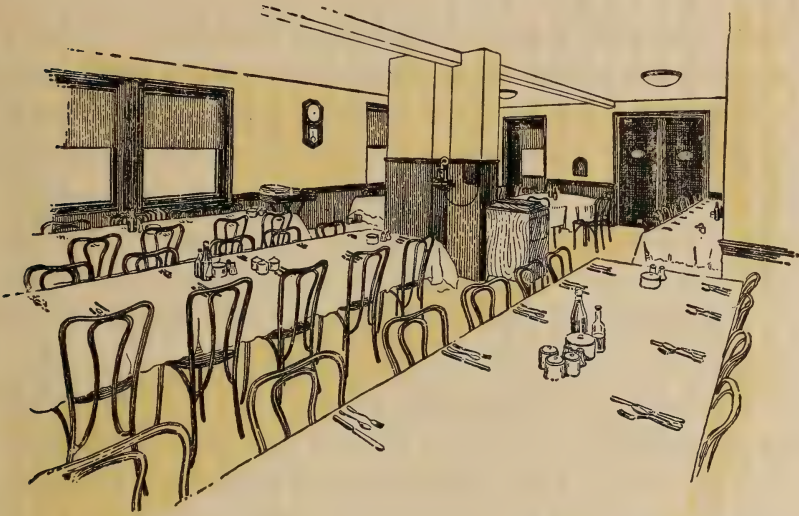
labor that the human resources are at least as important as the financial resources.

The National Bank of Commerce has adopted a policy which involves a systematic search of all sources of supply for the best available men. After the men have been employed they are carefully developed through their entire course in the bank. In this way alone can we meet the constantly increasing demands which are being made on us by our growing business for the very highest class of service in all departments. And it should be emphasized that by service is meant not merely routine service. What is called for is the man with imagination, with original ideas and with the ability to carry those ideas into effect without constant supervision from above.

The economic position of the United States in the future is going to depend very largely upon the breadth of vision of the men who are in charge of her financial and industrial affairs. And it will not be enough for a few leaders to be men of vision. The world spirit must permeate the whole structure. There must be co-operation and team work in every department of business.

It must be in the air. The clerk and the office boy must feel it. This enthusiasm has been the secret of British and German success in the foreign fields in which we are claiming a share for the United States.

The Commerce Club of the National Bank of Commerce is made up of nearly five hundred employees of



Section of Dining Room

the bank. It has as its object the broadest possible development of its members and the fullest co-operation among them for their own interests and for the interests of the bank. In preparation for this it has undertaken to demonstrate its immediate usefulness among its membership by the establishment of thrift and welfare committees, an entertainment committee and other features of service. The Commerce Monthly is published by the members of the Commerce Club. It is their official organ. It contains articles on banking and other subjects of an educational character.

A system of co-operative buying has been in operation for some time which enables the members of the club to obtain their food at a considerably reduced cost provided it is purchased at the same

time with the general supplies of the bank. These supplies are procured in large quantities to meet the needs of the dining-room, where meals are served the employees of the bank at various times during the day and night. This custom has been in force since 1866. Upwards of six hundred meals are served during each twenty-four hours. The eating quarters command a view which of its kind is unsurpassed anywhere in the world.

The scheme of co-operation is still in its infancy, but has shown that groceries, clothes and other materials can be obtained at a reduction of from 10 to 40 per cent through wholesale buying under the supervision of the bank. The success of the plan has led to consideration of a co-operative store in which the employees are to be stockholders.

The Thrift Committee receives deposits ranging from \$1 to \$1,000 a year. No depositor is permitted to carry a balance of more than \$3,000. The rate of interest is determined by the thrift committee and is based upon the amount earned during the period, after setting aside for a contingent fund an amount equal to 5 per cent of the earnings. This amount is set aside until the fund equals 5 per cent of the deposits.

The Bank has established a pension scheme as well as a system of disability and life insurance for all employees, the premiums on which are carried by the bank.

These activities are an outgrowth of the general policy of the bank to co-operate with its employees in all particulars.

¶ Linked with the history of the Nation and its commercial growth, the National Bank of Commerce in New York has the prestige of seventy-eight years of steady development. It offers to its customers the security of vast financial strength coupled with the warmth and imagination of personal banking service. The bank is prepared to meet legitimate commercial requirements wherever and whenever they arise. Merchants, manufacturers and bankers are invited to correspond or consult with the officers.

FIRST ANNUAL STATEMENT
of the
BANK OF COMMERCE
IN NEW YORK

May 13, 1839

RESOURCES

Loans and Discounts	\$1,070,504.93
Bonds, Securities, etc.	200,000.00
Due from Banks and Bankers	411,509.48
Cash, Exchanges, etc.	352,868.69
	<hr/>
	\$2,034,883.10

LIABILITIES

Capital and Undivided Profits	\$1,203,490.73
Deposits.	831,392.37
	<hr/>
	\$2,034,883.10

STATEMENT OF CONDITION
of the
NATIONAL BANK OF COMMERCE
IN NEW YORK

May 8, 1865

RESOURCES

Loans and Discounts	\$3,020,935.94
Bonds, Securities, etc.	12,954,250.00
Banking House	300,000.00
Due from Banks and Bankers	313,837.54
Cash, Exchanges, etc.	8,668,695.08
Interest Accrued	195,620.00
	<hr/>
	\$25,453,338.56

LIABILITIES

Capital, Surplus and Undivided Profits	\$12,624,400.71
Deposits	12,827,232.85
State Bank Notes Outstanding	1,705.00
	<hr/>
	\$25,453,338.56

COMMERCIAL BANK

STATEMENT OF CONDITION
of the
NATIONAL BANK OF COMMERCE
IN NEW YORK
May 1, 1917

RESOURCES

Loans and Discounts	\$213,573,592.25
Bonds, Securities, etc..	32,203,265.01
Banking House	2,000,000.00
Due from Banks and Bankers	32,378,420.92
Cash, Exchanges, and Due from Federal Reserve Bank.	103,069,036.72
Customers' Liability under Letters of Credit, Acceptances, etc.	29,590,321.58
Interest Accrued.	704,794.53
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	\$413,519,431.01

LIABILITIES

Capital, Surplus and Undivided Profits.	\$44,850,500.65
Deposits.	338,068,215.86
National Bank Notes outstanding.	155,000.00
Letters of Credit and Acceptances.	26,912,426.24
Unearned Discount.	790,516.86
Other Liabilities.	2,742,771.40
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	\$413,519,431.01

O F F I C E R S

President

JAMES S. ALEXANDER

Vice-Presidents

R. G. HUTCHINS, JR.
HERBERT P. HOWELL
J. HOWARD ARDREY
STEVENSON E. WARD
JOHN E. ROVENSKY
GUY EMERSON

Cashier

FARIS R. RUSSELL

Assistant Cashiers

A. J. OXENHAM
WILLIAM M. ST. JOHN
LOUIS A. KEIDEL
A. F. MAXWELL
JOHN J. KEENAN
GASTON L. GHEGAN
A. F. BRODERICK
EVERETT E. RISLEY
H. P. BARRAND

Auditor

RICHARD W. SAUNDERS

Manager Foreign Department

FRANZ MEYER

D I R E C T O R S

- JAMES S. ALEXANDER**.... President, National Bank of Commerce in New York
- WILLIAM A. DAY**..... President, Equitable Life Assurance Society of the United States.
- CHARLES E. DUNLAP**.... Berwind White Coal Mining Company.
- HENRY W. DEFOREST**.... DeForest Brothers,
Director, Illinois Central R.R. Co.,
Pacific Mail Steamship Co.,
Western Union Telegraph Co.,
Southern Pacific Co.
- FORREST F. DRYDEN**.... President, Prudential Insurance Company of America.
- HERBERT P. HOWELL**.... Vice-President, National Bank of Commerce in New York.
- R. G. HUTCHINS, JR.**.... Vice-President, National Bank of Commerce in New York.
- A. W. MELLON**..... President, Mellon National Bank of Pittsburgh,
Director, American Locomotive Co.,
Pittsburgh Coal Co.
- CHARLES H. RUSSELL**.... Stetson, Jennings and Russell.
- VALENTINE P. SNYDER**... Director, American Surety Co.
- H. B. THAYER**..... President, Western Electric Co.
- THOMAS WILLIAMS**..... Ichabod T. Williams and Sons,
Trustee, Mutual Life Insurance Co.

